

Employee performance management in NGOs through the non-physical work environment and psychological well-being: A systematic literature review

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Abstract

This study aims to analyze the interrelationship between the non-physical work environment, psychological well-being, and employee performance in nonprofit organizations (NGOs). NGOs operate under resource constraints and rely heavily on non-material approaches to manage employee performance. A Systematic Literature Review (SLR) using the PRISMA framework was conducted on articles indexed in Scopus, Google Scholar, and SINTA, published between 2015 and 2025. A total of 25 articles were selected and analyzed using thematic analysis. The findings show that the non-physical work environment—such as leadership, communication, and social support—has a significant impact on employee performance. Psychological well-being also plays a crucial role, both as a direct determinant and as a mediating variable linking the work environment to performance. In NGO contexts, intrinsic factors such as meaningful work and value alignment are more influential than financial incentives. This study offers novelty by providing an integrated synthesis that simultaneously examines these three variables within the NGO context, which has been largely overlooked in previous fragmented studies. Practically, the findings suggest that NGO managers should prioritize leadership development, strengthen internal communication, and design well-being-oriented policies to improve sustainable employee performance.

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Introduction

Nonprofit organizations, often identified as Non-Governmental Organizations (NGOs), serve an essential function in promoting social progress across sectors such as education, humanitarian assistance, and environmental protection. Unlike profit-driven entities, NGOs emphasize mission fulfillment and social impact rather than financial returns. This fundamental difference introduces unique complexities in managing human resources, particularly in maintaining employee performance under conditions of constrained funding, high work demands, and emotional involvement in societal issues (Anheier, 2014; Borzaga & Tortia, 2006; Ridder & McCandless, 2010).

In many cases, NGOs face persistent human resource challenges, including burnout, emotional fatigue, and elevated turnover rates. These issues are further intensified by limitations in compensation and workplace facilities when compared to private-sector organizations. As a result, traditional performance management approaches that rely heavily on financial incentives are often inadequate, encouraging a shift toward non-material determinants of performance (Grant, 2008; Lee & Wilkins, 2011; McFadden et al., 2015).

The non-physical work environment refers to intangible organizational aspects such as interpersonal relationships, leadership practices, organizational culture, and communication patterns. A positive and supportive environment fosters a sense of belonging and strengthens intrinsic motivation, which are crucial for sustaining employee engagement. Within NGOs, where shared values and mission alignment are central, these non-material aspects often have a stronger influence on employee behavior than financial rewards (Blau, 2017; Schneider et al., 2013; Sedarmayanti, 2011).

In parallel, psychological well-being has been widely recognized as a critical factor influencing employee performance. It encompasses not only emotional satisfaction but also broader dimensions such as autonomy, personal growth, purpose in life, and positive social relationships. Employees with strong psychological well-being tend to demonstrate higher resilience, stronger commitment, and better performance sustainability (McFadden et al., 2015; Ryff, 1989; Wright & Cropanzano, 2000).

From a theoretical perspective, the linkage among these variables can be explained through frameworks such as the Job Demands-Resources (JD-R) model and Self-Determination Theory (SDT). The JD-R model suggests that job resources—such as supportive leadership and social support—can buffer job demands while enhancing well-being and performance. Meanwhile, SDT highlights the importance of fulfilling psychological needs (autonomy, competence, and relatedness) in fostering intrinsic motivation and optimal performance (Bakker et al., 2014; Deci & Ryan, 2000; Van den Broeck et al., 2016).

Despite increasing scholarly attention, existing studies predominantly examine the relationships among work environment, psychological well-being, and employee performance in corporate or profit-oriented contexts, thereby limiting their generalizability to NGO settings that are characterized by mission-driven work, resource constraints, and high emotional labor. Furthermore, prior studies tend to investigate these variables in isolation or in partial models, rather than providing an integrated perspective that simultaneously captures the interplay between the non-physical work environment, psychological well-being, and employee performance within NGOs. In addition, empirical findings regarding the mediating role of psychological well-being remain inconsistent, with some studies confirming its mediating effect while others report insignificant or context-dependent results. This inconsistency indicates a lack of theoretical consolidation and highlights the need for a more systematic synthesis of evidence to clarify the underlying mechanisms linking organizational context and employee outcomes, particularly in nonprofit environments (Arnold et al., 2007; Cesário & Chambel, 2017; Salanova et al., 2005; Van den Broeck et al., 2016).

Therefore, this study addresses these gaps by positioning itself as a comprehensive synthesis that integrates fragmented findings and recontextualizes them within the NGO sector. By employing a Systematic Literature Review (SLR) approach, this study not only consolidates prior research but also critically evaluates the consistency, methodological approaches, and theoretical applications used in previous studies. The primary contribution of this study lies in three aspects. First, it provides an integrated conceptual understanding of how the non-physical work environment and psychological well-being jointly influence employee performance in NGOs. Second, it clarifies the role of psychological well-being as both a direct predictor and a mediating mechanism within the JD-R and SDT frameworks. Third, it identifies critical research gaps and

proposes directions for future empirical studies, particularly in underexplored nonprofit contexts. (Bakker et al., 2014; McMurray et al., 2010; Meta-analysis et al., 2014; Muhammad Rafi Dhia, 2024; Olinske & Hellman, 2017) .

Therefore, this study employs a Systematic Literature Review approach to synthesize existing research, identify emerging patterns, and highlight research gaps. The objectives of this study are to: (1) explore research trends on employee performance in NGOs, (2) analyze the role of the non-physical work environment, (3) examine psychological well-being as both a direct and mediating variable, and (4) identify directions for future research (Anheier, 2014; Bakker et al., 2014; Day et al., 2010; Deci & Ryan, 2000).

Methods

Research Design

This study adopts a Systematic Literature Review (SLR) approach to systematically identify, evaluate, and synthesize prior research on the relationship between the non-physical work environment, psychological well-being, and employee performance in nonprofit organizations (NGOs). The SLR method is employed to ensure a transparent, replicable, and comprehensive synthesis of existing knowledge in this research domain.

The review process follows the guidelines of the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework, which consists of four main stages: identification, screening, eligibility, and inclusion. The adoption of PRISMA enhances the methodological rigor of the study by ensuring systematic selection and minimizing potential bias in the review process.

Literature Search Strategy

The literature search was conducted across multiple academic databases to ensure comprehensive coverage of relevant studies. The primary databases used in this study include: Scopus, Google Scholar, SINTA (for Indonesian indexed journals). Mendeley was utilized solely as a reference management tool to organize and manage retrieved articles.

The search strategy was developed using a combination of keywords related to the main variables of the study. The following search strings were applied using Boolean operators:

1. "nonprofit organization" OR "NGO" AND "employee performance"
2. "non-physical work environment" OR "organizational climate" AND "employee performance"
3. "psychological well-being" AND "job performance"
4. "work environment" AND "nonprofit employees"

The search was limited to articles published between 2015 and 2025 to capture recent developments in the field. Additionally, only articles written in English or Indonesian were considered.

Inclusion and Exclusion Criteria

To ensure the relevance and quality of the selected studies, explicit inclusion and exclusion criteria were applied.

Inclusion criteria:

1. Peer-reviewed journal articles
2. Published between 2015 and 2025

3. Empirical or conceptual studies examining at least two of the following variables: non-physical work environment, psychological well-being, and employee performance
4. Studies conducted in nonprofit organizations or relevant organizational contexts
5. Full-text articles accessible

Exclusion criteria:

1. Conference papers, book chapters, editorials, or opinion articles
2. Studies lacking clear research methodology
3. Articles not directly relevant to the research topic
4. Duplicate records across databases

Study Selection Process (PRISMA Flow)

The study selection process was conducted following the PRISMA framework.

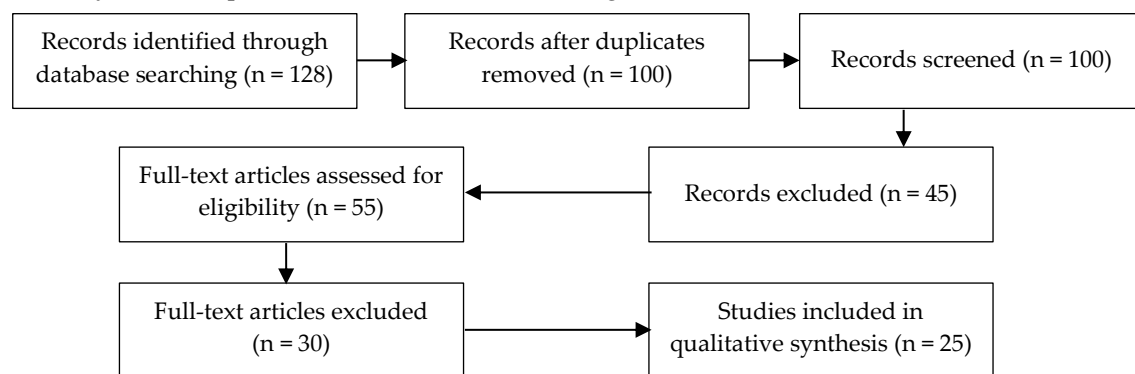


Fig 1. PRISMA framework

In the identification stage, a total of 128 records were initially retrieved from all databases. After removing duplicates ($n = 28$), 100 articles remained for further screening. During the screening stage, titles and abstracts were reviewed to assess relevance, resulting in the exclusion of 45 articles that did not meet the research focus. Consequently, 55 articles were retained. In the eligibility stage, full-text assessments were conducted, leading to the exclusion of 30 articles due to incomplete data, lack of methodological clarity, or weak relevance. Finally, in the inclusion stage, 25 articles were selected as the final sample for in-depth analysis. The final number of included studies ($n = 25$) is considered adequate for an SLR with a focused scope and specific inclusion criteria, particularly within the niche context of nonprofit organizations. This number allows for in-depth thematic exploration while maintaining analytical depth and consistency. Moreover, previous SLR studies in management and organizational behavior domains commonly utilize a similar range of studies (20–40 articles) to ensure a balance between comprehensiveness and critical analysis. Therefore, the selected sample size is deemed sufficient to generate meaningful and theoretically grounded insights.

Data Analysis Technique

The selected studies were analyzed using a thematic analysis approach to identify patterns, relationships, and dominant themes across the literature.

The analysis process involved four stages:

1. Data Extraction
Key information was extracted from each article, including author(s), publication year, research context, methodology, variables, and key findings.
2. Open Coding

Initial coding was conducted to categorize findings into major themes, such as non-physical work environment, psychological well-being, and employee performance.

3. Axial Coding

Relationships between categories were identified, particularly the causal and mediating links among the variables.

4. Selective Coding

Core themes were synthesized to develop an integrated narrative and conceptual understanding of the relationships among variables.

Quality Assessment of Included Studies

To enhance the methodological rigor of the review, a quality assessment of the selected articles was conducted using the Critical Appraisal Skills Programme (CASP) checklist. The CASP framework was chosen due to its suitability for evaluating both qualitative and quantitative research designs commonly found in organizational and management studies. Each article was assessed based on several criteria, including clarity of research objectives, appropriateness of methodology, data collection procedures, validity of findings, and relevance to the research questions. The evaluation process involved scoring each study into three categories: high quality, moderate quality, and low quality. Only studies classified as high and moderate quality were retained in the final analysis to ensure the credibility and reliability of the synthesized findings. Articles categorized as low quality were excluded during the eligibility stage due to insufficient methodological rigor or lack of transparency in reporting. This quality filtering process strengthens the internal validity and trustworthiness of the review results.

Quality Assurance

To ensure the validity and reliability of the review process, several strategies were implemented:

1. Transparency through systematic documentation of the search and selection process using PRISMA
2. Reproducibility by clearly defining search strings and inclusion criteria
3. Source triangulation through the use of multiple databases
4. Analytical consistency by applying a structured coding framework
5. Methodological rigor through the integration of a formal quality assessment tool (CASP), ensuring that only methodologically sound studies contribute to the synthesis.

These measures enhance the credibility, dependability, and confirmability of the study findings.

Result and Discussion

Characteristics of the Reviewed Literature

Table 1. 25 Articles for Analysis

No	Author (Tahun)	Country	Method	Variables	Context	Key Findings
1	(Wright & Cropanzano, 2000)	USA	Quantitative	PWB → Performance	General	PWB has a significant positive effect on performance
2	(Bakker et al., 2014)	Belanda	Conceptual	JD-R Model	General	Job resources enhance well-being and performance

3	(Grant, 2008)	USA	Experimental	Prosocial Motivation	NGO/Volunteer	Social motivation enhances performance
4	(Ridder & McCandless, 2010)	Germany	Qualitative	HRM & Performance	NGO	HRM practices influence performance through commitment
5	(Koopmans et al., 2011)	Belanda	Quantitative	Multidimensional Performance	General	Performance consists of task and contextual performance
6	(Adeloye et al., 2021)	Italia	Conceptual	Intrinsic Motivation	NGO	Social values play a dominant role in enhancing performance
7	(McFadden et al., 2015)	UK	Quantitative	Burnout & PWB	NGO	High burnout reduces well-being
8	(Van den Broeck et al., 2016)	Belgia	Quantitative	SDT & Performance	General	Psychological needs enhance performance
9	(Arnold et al., 2007)	UK	Quantitative	Leadership & PWB	General	Leadership influences well-being
10	(Anheier, 2014)	Global	Conceptual	Nonprofit performance	NGO	NGO performance is based on social impact
11	(Schneider et al., 2013)	USA	Conceptual	Organizational climate	General	The work environment influences behavior
12	(Blau, 2017)	USA	Theoretical	Social Exchange	General	Reciprocal relationships influence performance
13	(Ryff, 1989)	USA	Conceptual	PWB Model	General	6 dimensions of psychological well-being
14	(Deci & Ryan, 2000)	USA	Theoretical	SDT	General	Autonomy, competence, and relatedness are important
15	(Sedarmayanti, 2011)	Indonesia	Conceptual	Work environment	General	The non-physical environment has a significant influence
16	(Faustine & Zamralita, 2024)	Indonesia	Quantitative	PWB & Performance	NGO	Well-being enhances performance
17	(Lee & Wilkins, 2011)	USA	Quantitative	Job satisfaction	NGO	Job satisfaction increases commitment
18	(Oyer, 2008)	UK	Qualitative	NGO motivation	NGO	Social values are more dominant than salary
19	(Hackman & Oldham, 1976)	USA	Theoretical	Job Characteristics	General	Job design influences motivation

20	(Judge et al., 2001)	USA	Meta-analysis	Job satisfaction	General	Job satisfaction is related to performance
21	(Meta-analysis et al., 2014)	USA	Meta-analysis	Engagement	General	Engagement enhances performance
22	(Salanova et al., 2005)	Spanyol	Quantitative	Engagement	General	Well-being → engagement → performance
23	(Bakker et al., 2014)	Belanda	Review	Work engagement	General	Engagement as the primary mediator
24	(Jamal Ali & Anwar, 2021)	Indonesia	Quantitative	Work environment	General	The work environment significantly impacts performance
25	(Cooper et al., 2014)	Indonesia	Quantitative	PWB & Performance	NGO	PWB has a direct effect on performance

The final sample consists of 25 studies conducted across diverse geographical contexts, including developed and developing countries. Quantitative approaches dominate the literature, followed by conceptual and qualitative studies. While many studies are based on general organizational settings, several specifically address NGO contexts, highlighting the unique role of intrinsic motivation and value-driven work. A deeper examination of the selected studies reveals an important imbalance in the literature. Most empirical studies are concentrated in developed countries and general organizational contexts, whereas studies explicitly focusing on NGOs particularly in developing countries remain limited. This indicates a contextual gap that may influence the generalizability of findings, especially considering the distinct operational and cultural characteristics of nonprofit organizations. Furthermore, the dominance of quantitative methods suggests a lack of rich contextual insights that could be better captured through qualitative or mixed-method approaches.

Analysis of Research Findings

The Influence of the Non-Physical Work Environment on Employee Performance

The findings consistently demonstrate that non-physical workplace factors such as leadership support, communication effectiveness, and social interaction have a substantial impact on employee performance. These factors contribute to increased motivation and engagement, particularly in environments where financial incentives are limited. However, a critical synthesis of the literature indicates that the strength and direction of this relationship are not uniform across studies. While some studies report a strong direct effect of the work environment on performance, others suggest that this relationship is indirect and operates through psychological mechanisms such as motivation and well-being. This variation implies that the non-physical work environment alone may not be sufficient to directly drive performance, but instead functions as an enabling condition that activates internal psychological processes.

The Role of Psychological Well-being in Employee Performance

Psychological well-being is identified as a key driver of performance, enabling employees to cope with job demands, maintain resilience, and sustain productivity. It is closely associated with variables such as engagement, job satisfaction, and intrinsic motivation. Beyond its direct effect, the literature suggests that psychological well-being serves as a central explanatory construct that integrates multiple organizational factors. Studies grounded in SDT emphasize that well-being

emerges when fundamental psychological needs are fulfilled, while JD-R-based studies highlight its role in buffering job demands. This dual theoretical grounding reinforces the robustness of psychological well-being as a multidimensional construct influencing performance.

The Mediating Role of Psychological Well-being

A major insight from the review is the mediating function of psychological well-being. A supportive work environment enhances well-being, which subsequently improves performance. This confirms both JD-R and SDT perspectives regarding the role of psychological resources. Nevertheless, the mediating effect of psychological well-being is not consistently supported across all studies. Some research identifies partial mediation, while others report full mediation or even insignificant effects. This inconsistency suggests that the mediating role of psychological well-being is contingent upon contextual variables such as organizational culture, leadership style, and the nature of work. Therefore, the relationship among variables should be understood as dynamic rather than linear, requiring a more integrative conceptual approach.

Integrated Conceptual Framework

Based on the synthesis of findings, this study proposes an integrated conceptual framework that illustrates the interrelationship among the non-physical work environment, psychological well-being, and employee performance. In this framework, the non-physical work environment (e.g., leadership, communication, organizational climate) functions as a primary job resource that influences psychological well-being. Psychological well-being, in turn, acts as both a direct predictor of employee performance and a mediating mechanism that translates environmental factors into behavioral outcomes. Additionally, contextual moderators such as organizational type (NGO vs. corporate), cultural setting, and employee characteristics may influence the strength of these relationships. This conceptual model extends the JD-R and SDT frameworks by explicitly positioning psychological well-being as a central linking mechanism and by incorporating the unique characteristics of nonprofit organizations, particularly the role of intrinsic motivation and value alignment.

Discussion

Overall, the synthesis of findings reveals a consistent and interdependent relationship between the non-physical work environment, psychological well-being, and employee performance. The non-physical work environment acts as an external factor that shapes employees' internal psychological conditions, which subsequently influence performance outcomes. A more critical interpretation of the findings suggests that this relationship should not be viewed as a simple cause-effect linkage but rather as a complex system of interactions. The non-physical work environment does not automatically lead to improved performance; instead, its effectiveness depends on how employees perceive and internalize these environmental conditions. This highlights the importance of subjective experiences and individual differences in shaping organizational outcomes. In NGO contexts, this relationship becomes more complex and distinct compared to profit-oriented organizations. While performance in corporate settings is often driven by financial incentives, performance in NGOs is predominantly influenced by intrinsic factors such as meaningful work, alignment with social values, and emotional fulfillment. This explains the more prominent role of psychological well-being in nonprofit environments. Furthermore, the findings indicate that NGOs rely more heavily on psychological and social resources to sustain performance, making them more vulnerable to issues such as burnout and emotional exhaustion. This reinforces the importance of maintaining a supportive non-physical work environment as a strategic priority rather than a complementary factor. The findings also indicate a broader paradigm shift in human resource

management, from material-based approaches toward strategies emphasizing psychological well-being and supportive work environments. This shift aligns with contemporary organizational theories that emphasize the balance between job demands and psychological resources. However, some inconsistencies were identified across studies, particularly regarding the strength of relationships among variables. These discrepancies may be attributed to differences in research contexts, methodologies, and sample characteristics. Therefore, further research focusing specifically on NGO contexts, particularly in developing countries, is necessary to provide deeper insights. However, inconsistencies across studies reveal that existing research lacks a unified theoretical and methodological approach. Differences in measurement of variables, research design, and contextual settings contribute to variations in findings. This fragmentation underscores the need for future research to adopt standardized constructs and longitudinal designs to better capture causal relationships.

Theoretical Implications

This study contributes to the advancement of human resource management literature by integrating the non-physical work environment, psychological well-being, and employee performance into a comprehensive conceptual framework. It also reinforces the applicability of the Job Demands-Resources (JD-R) model and Self-Determination Theory (SDT) in explaining employee behavior and performance, particularly within nonprofit organizational contexts. More importantly, this study extends prior research by offering a synthesized and context-specific understanding of these relationships within NGOs, which have been underexplored in existing literature. By positioning psychological well-being as a central mediating construct and highlighting contextual contingencies, this study provides a more nuanced theoretical explanation compared to previous fragmented findings. Additionally, the proposed conceptual framework offers a foundation for future empirical testing and model development in nonprofit research.

Conclusion

This study confirms that both the non-physical work environment and psychological well-being are fundamental determinants of employee performance in nonprofit organizations. Non-material aspects such as leadership support, communication quality, and social relationships significantly enhance intrinsic motivation and engagement. Psychological well-being plays a dual role as both a direct predictor and a mediating mechanism, reinforcing the relationship between work environment and performance. In NGO settings, intrinsic motivators such as meaningful work and alignment with social values are more influential than financial rewards. The study contributes by offering an integrated conceptual framework and reinforcing the relevance of JD-R and SDT theories in nonprofit contexts. Practically, the findings suggest that NGOs should prioritize supportive work environments and psychological well-being initiatives to achieve sustainable employee performance. Despite these contributions, this study has several limitations that should be acknowledged. First, the use of a Systematic Literature Review (SLR) approach limits the findings to the scope and quality of previously published studies, which may introduce publication bias. Second, the relatively small number of included articles ($n = 25$) and the dominance of studies from developed countries may restrict the generalizability of the findings, particularly in the context of NGOs in developing regions. Third, variations in research design, measurement instruments, and theoretical approaches across the selected studies may affect the consistency of the synthesized results. Based on these limitations, future research is encouraged to expand both the scope and methodological approaches in this area. Empirical studies focusing specifically on nonprofit organizations in developing countries are needed to provide more context-sensitive insights. Additionally, future research should consider using longitudinal and mixed-method designs to

better capture causal relationships and deeper organizational dynamics. Further investigation into moderating variables such as organizational culture, leadership style, and individual characteristics would also enhance understanding of the complex interactions among the non-physical work environment, psychological well-being, and employee performance. Finally, the conceptual framework proposed in this study should be empirically tested and refined to strengthen its applicability and theoretical contribution.

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